



Delegation of Authority Policy

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Policy Owners	AILA Board

1. Introduction

This policy describes the principles and operation of delegations of authority from the Australian Institute of Landscape Architects (AILA) Board. It must be read in conjunction with the associated Delegation Schedule, which identifies entities that are authorised to undertake specific activities for AILA.

2. Objectives

This policy aims to systematically document and consolidate the authorities that the Board has given to particular AILA committees, board members or staff, in order to:

- Achieve the AILA's mission through delivery of the outcomes, objectives and initiatives.
- Ensure that committees, board members and staff act in accordance with the constitution, regulations and policies of AILA;
- Ensure delegations of authority are formally documented and transparent to AILA members and other stakeholders;
- Provide for decision-making to occur as close as possible to the point of service delivery, to facilitate efficiency and effectiveness as well as maximising the accountability of staff for their performance in response to member needs.

3. General principles

3.1 Scope

- This policy and the associated Delegation Schedule supersede all previous delegations. However, any change in this policy does not invalidate actions taken under previous delegations.
- This policy and the associated Delegation Schedule is to be reviewed at least biennially by the Board.

3.2 Authority

- The Board may delegate functions to any of the positions or entities shown in Table 1.
- Delegates may not sub-delegate powers or functions except where specifically authorised by the Board. However, unless the Board specifically directs otherwise,



these positions or entities may delegate any of their usual powers or functions to any position or entity shown below it in Table 1.

- Delegations are to positions, not to the individual persons occupying those positions.
- Acting appointees may exercise the same powers as the permanent appointee to a position.
- A delegate cannot exercise a power or authority that the Board itself is not entitled to exercise.
- A delegated function properly exercised is taken to have been exercised by the Board.
- A delegation is not obligatory. A delegate may determine that, in particular circumstances, it is more appropriate for the delegation to be exercised at a higher level, including by the Board itself.

Table 1: Delegation authority

The Board of Directors (BD)	
National President (NP)	
National Committee (NCom)	State President (SP)
Chief Executive Officer (CEO)	Chapter Manager/National Manager (CM/NM)

3.3 Delegations to committees

- The Board may delegate powers or functions to any AILA committee (which may be referred to as a working group, taskforce, forum or similar name). For the purposes of this policy, a committee is any group of two or more members, and may include AILA staff, but not more staff than members.
- Delegations to a committee can only be exercised when the committee is acting as a whole, in accordance with its Terms of Reference and cannot be exercised by an individual member.

4. Operation of delegations

4.1 Delegate's responsibilities

Delegates must:

- Act with care and diligence and not for any improper purpose when exercising their delegation.
- Take all necessary action to avoid actual, perceived or potential conflict of interest. Where a delegate has a conflict of interest, the delegated authority must be



exercised by the delegate's immediate supervisor or another position or entity specifically designated by the Board.

- Act only within the limits of their power and delegation.
- Refer to all relevant Institute regulations, policies and procedures and the law when exercising delegations.
- Exercise delegations only within their own area of management responsibility.
- Not exercise a delegation where they are approving their own recommendation.

4.2 Expenditure authorisation

- Delegates may not authorise expenditure for any purchase on their own behalf.
- Authorisations for expenditure must be signed by the appropriate delegate.
- No person is authorised to sign on behalf of the delegate in authorising expenditure.
- Any variation in the quantity, quality or cost of goods/services may only be approved by the original authorising delegate in writing.

4.3 Breach of delegation

- Delegation of a power or function may be withdrawn or restricted at any time without notice if the delegate fails to show due care and diligence when exercising their delegation.
- A delegation may be withdrawn by the delegate's immediate supervisor, any person more senior in the area of management responsibility, the position or entity that originally delegated the power or function, or the Board.
- Any attempt to inappropriately influence or direct a delegate in relation to the exercise of their delegation is a serious breach of this policy.
- Failure to act in accordance with this policy and/or the associated Delegation Schedule may be regarded as misconduct and subject to relevant disciplinary action.

5. Delegation schedule

Delegations of authority are presented in the attached Delegation Schedule, which set out specific delegations across particular areas of organisational activity as follows:

- Human Resources
- Facilities
- Procurement, Purchasing and Expenditure
- Finance
- Governance
- Legal
- External relations



Delegation Schedule

Activity area	Activity	Power or function	Authorised delegate
Human resources	<i>Staff appointments</i>	Authorise a new permanent position or redundancy of an existing position.	CEO
		Authorise temporary position over \$10,000 or 6 weeks duration.	CEO
		Authorise temporary position less than \$10,000 or 6 weeks duration.	CEO
		Approve appointment, terms and conditions of employment, termination and remuneration of CEO.	BD
		Approve appointment, terms and conditions of employment, discharge and remuneration of a manager	CEO
		Approve appointment, terms and conditions of employment, discharge and remuneration of a non-manager.	CEO
	<i>HR Policy</i>	Approve HR or WHS policies and procedures.	CEO
		Undertake staff performance and annual salary review	CEO
		Undertake CEO performance review and annual salary review	BD
	<i>Staff Travel</i>	Approve domestic travel up to \$1,000.	CM/NM
		Approve domestic travel over \$1,000.	CEO
		Approve overseas travel.	CEO
	<i>Staff development</i>	Approve expenditure on staff development up to \$5,000 per instance.	CEO
		Approve expenditure on staff development over \$5,000 per instance.	BD
	Facilities	<i>Building, refurbishment or maintenance</i>	Authorise facilities contract (building works, purchase or annual lease) not exceeding \$45,000.
Procurement, purchasing and expenditure	<i>Consumable goods, equipment & services</i>	Authorise purchase in line with Board-approved capital budget.	CEO
		Authorise purchase or expenditure in line with Board-approved operating budget.	CM/NM
		Authorise purchase or expenditure in line with Board approved operating budget on AILA Credit card up to \$2000	CM/NM
		Authorise purchase or expenditure in line with Board approved operating budget on AILA Credit card up to \$6000	CEO
		Authorise unbudgeted purchase or expenditure not exceeding \$20,000.	CEO
		Authorise unbudgeted purchase or expenditure exceeding \$20,000.	BD
		<i>Reimbursement of expenses</i>	Authorise expenses incurred by member of staff, Board or committee engaged in a planned and budgeted activity.
	Authorise unplanned expenses up to \$1,000 incurred by member of staff, Board or committee.		CEO/CM/NM



Activity area	Activity	Power or function	Authorised delegate
Finance	<i>Loans and mortgages</i>	Authorise entering into loan or overdraft not exceeding \$100,000.	BD
	<i>Investments</i>	Authorise investment of AILA funds not exceeding \$250,000.	CEO
		Authorise investment of AILA funds exceeding \$250,000.	BD
	<i>Budget</i>	Oversee budget formulation process and performance against budget objectives	NCom
		Approve annual operational budget and any variance greater than 10% or \$10,000, which ever is smaller	BD
	<i>Audit</i>	Represent National Board in relation to annual external audit process	NCom
	<i>Write-offs</i>	Approve write-off not exceeding total of \$10,000 in a financial year	CEO
		Approve write-off over \$10,000 total in a financial year.	BD
	<i>Property disposal</i>	Authorise disposal of property that is fully depreciated.	CEO
		Authorise disposal of property that is not fully depreciated (\$1000 or more).	BD
	<i>Debt recovery</i>	Approve appointment of collection agency or the recovery of debts by instalment.	CEO
		Authorise the recovery of debts by court action	BD
	<i>Member subscriptions</i>	Approve annual member subscription rates	BD
		Approve special circumstances subscription fee reduction or waiver.	CEO
Governance	<i>Policy and strategy</i>	Authority to establish or change AILA policy or the AILA strategic plan	BD
		Approve management and operational policies and procedures.	CEO
		Authority to develop or expand policy within Chapter areas of concern.	SP
		Authority to act on behalf of the Board between meetings, where action cannot reasonably be deferred until the Board meets.	NP
	<i>Course recognition</i>	Authority to grant recognition of Landscape Architecture courses at Universities	NCom
	<i>Fellowships & Honorary</i>	Assessment of Fellowship & Honorary nominations	NCom
Legal	<i>Legal advice</i>	Authority to commission external legal advisors at a cost not exceeding \$10,000	CEO
		Authority to commission external legal advisors at a cost exceeding \$10,000	BD
	<i>Legal action</i>	Authority to pursue a legal matter in the Courts	BD
	<i>Insurance</i>	Authority to resolve a claim not exceeding \$10,000	CEO
		Authority to resolve a claim exceeding \$10,000	BD
External relations	<i>Public advocacy</i>	Authorise routine public statements or media releases.	CEO



Activity area	Activity	Power or function	Authorised delegate
		Discretionary power to comment in the media as required on National matters and general matters of importance to members nationally.	NP/CEO
		Discretionary power to comment in the media as required on State matters and general matters of importance to members locally, consistent with AILA position statements.	SM/SP/CEO
		Authorise representations and submissions to Federal Government and national organisations.	CEO/NP
		Authorise representations and submissions to State and Territory Governments and organisations.	CEO/NP
	<i>Memberships, agreements and MOUs</i>	Authorise entering into an external agreement or MOU with international organisations.	BD
		Authorise entering into an external agreement or MOU, subscribing to membership of an organisation, or delivery of budgeted services or programs to staff or members over \$20,000.	BD
		Authorise entering into an external agreement or MOU for delivery of budgeted services or programs to staff or members up to \$20,000.	CEO
		Authorise entering into an external agreement or MOU for budgeted sponsorship or similar revenue up to \$20,000.	CM/NM
		Authorise entering into an external agreement or MOU for budgeted sponsorship or similar revenue above \$20,000.	CEO